

CHAPTER FIVE

MANAGEMENT AND ORGANIZATION

Establishment, Management and Oversight of the Reserve Components

The U.S. Constitution establishes that the Congress shall provide for the common defense of the United States, raise and support armies, provide and maintain a navy, and provide for organizing, arming and disciplining the military. The Constitution also designates the President of the United States as Commander-in-Chief of U.S. Armed Forces. The President, in turn, appoints a Secretary of Defense, with the advice and consent of the U.S. Senate. The Secretary directs the military establishment on a day-to-day basis. The Assistant Secretary of Defense for Reserve Affairs (ASD/RA) is also appointed by the President with the advice and consent of the Senate. This individual serves as the Secretary of Defense's principal advisor on Reserve issues, and is responsible for exercising overall supervision of Reserve component matters within the Department of Defense. Figure 2 (at top of next page) depicts the organization of the Office of the ASD/RA.

Reporting through the ASD/RA, the Reserve Forces Policy Board is an independent adviser to the Secretary of Defense on policy relating to the Reserve components.

The Secretaries of the Military Departments and the Secretary of Transportation are responsible for the seven Reserve components. The Secretary of the Army oversees the Army National Guard and the Army Reserve. The Secretary of the

Navy oversees the Naval Reserve and the Marine Corps Reserve. In time of war or when directed by the President, the Secretary of the Navy also oversees the Coast Guard Reserve. The Secretary of the Air Force oversees the Air National Guard and the Air Force Reserve. The Secretary of Transportation oversees the Coast Guard Reserve, when it is not under the Secretary of the Navy.

The President recommends and the Congress approves personnel strengths and budgets for the Reserve components. In recent years Congress has taken a strong interest in overseeing the Reserve components to ensure their integration into the nation's total military force.

The National Guard

The Army National Guard and Air National Guard are unique among the world's military forces as they fill both Federal and state missions. Each state's National Guard is both a military force under the command of the respective state or territorial Governor and part of the Federal Reserve components. Therefore, each member has dual status as a member of the National Guard of his or her state and as a member of the Reserve component of either the Army or Air Force. This dual state and Federal mission comes from the U.S. Constitution and the U.S. Code of laws.

The Federal mission of the National Guard is to provide properly trained and equipped units for prompt mobilization for

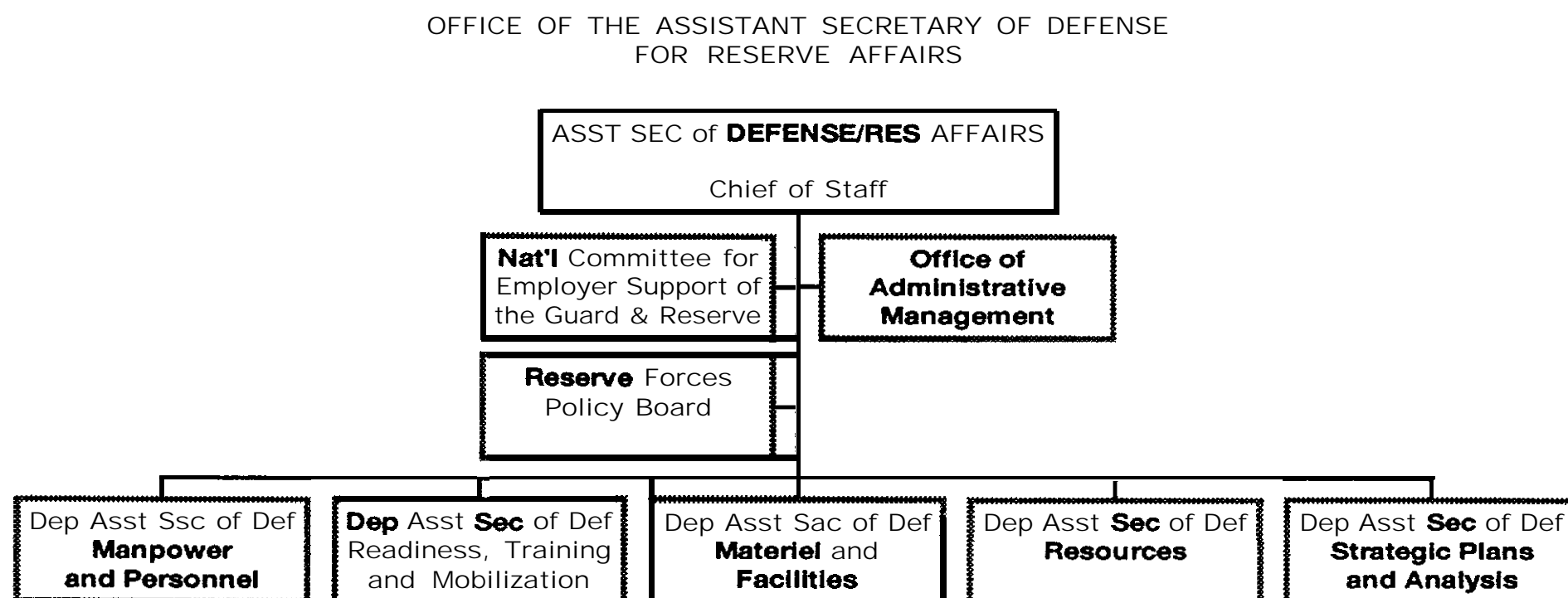


Figure 2

war, national emergency or as otherwise needed. The Guard's state mission is to provide trained and disciplined forces for domestic emergencies or as otherwise directed by state law. Those Army and Air National Guard units not mobilized or under Federal control report to the Governors of the fifty states, the Commonwealth of Puerto Rico and the Territories of Guam, and the Virgin Islands; or to the Commanding General of the District of Columbia, respectively. Individual state Adjutants General supervise the 54 National Guard organizations. These officers, usually major generals, are state officials. States routinely call National Guard units to active duty each year for emergency relief from natural disasters, for search and rescue operations, for protection of life, for preservation of order, for maintenance of vital public services, and for counterdrug operations.

The National Guard Bureau

The National Guard Bureau (NGB) administers the Federal functions of the

Army National Guard and Air National Guard. The NGB is a joint bureau of the Departments of the Army and Air Force, functioning both in a staff and operating capacity for each component. The Bureau develops, coordinates and administers the National Guard's Federal policies, plans and programs. It is the channel of communication between the Army and Air Force and the states. It further assists the states in organization, maintenance, and operation of National Guard units.

The President appoints the Chief of the NGB with the advice and consent of the U.S. Senate. In recent years, this officer has served in the grade of Lieutenant General. The Chief, who may be either an Army or Air National Guard officer, serves a four year term and is eligible for a second term. The Chief of the NGB reports to both the Army and Air Force Chiefs of Staff and serves as their principal staff advisor to the Secretary of the Air Force and Secretary of the Army on National Guard affairs. Reporting to the Chief of the NGB are: the Vice Chief; the NGB Joint Staff, the

Director, Army National Guard; and the Director, Air National Guard. The NGB Joint Staff provides liaison and coordination between the Army and Air Guard.

Mission and Structure of the U.S. Army Reserve

There are three main elements to the U.S. Army Reserve (USAR): The Office of the Chief, Army Reserve (OCAR); the United States Army Reserve Command (USARC); and a field operating agency, the Army Reserve Personnel Center (ARPERCEN). Each element has a specialized mission.

The Office of the Chief, Army Reserve is established by law and is part of the Army Staff located in the Pentagon. The primary function of OCAR is to advise the Army Chief of Staff on Army Reserve matters, OCAR also monitors and executes Army Reserve plans, policies and programs; appropriates funds for personnel, construction, operations and maintenance; and provides coordination for Reserve missions between the USARC and other agencies.

The President appoints the Chief, Army Reserve (CAR) in the grade of Major General with the advice and consent of the U.S. Senate. The CAR serves for a four year term. In addition to being the Chief of the Army Reserve, the CAR is also the Deputy Commanding General, Forces Command (FORSCOM) and Commanding General, U.S. Army Reserve Command (USARC).

At the direction of Congress, the U.S. Army Reserve Command (USARC) was established in 1991. It is a major subordinate command of Forces Command, located in Atlanta, Georgia. All USAR

forces in the continental United States except USAR Psychological Operations and Civil Affairs units, are assigned to the USARC. This arrangement provides more efficient command and control of USAR troop units and has streamlined most USAR operations.

The United States Army Reserve Personnel Center (ARPERCEN), located in St. Louis, Missouri, is a multi-function agency providing personnel management and services to more than 1.2 million soldiers. ARPERCEN supports 2.9 million veterans and 600,000 retirees from all components. This agency is under the operational control of the Chief, Army Reserve. (In FY 97 ARPERCEN will become known as US Army Reserve Personnel Command.)

Structure of the Naval Reserve

The Chief of Naval Operations (CNO) is responsible to the Secretary of the Navy for organizing, administering, training, and equipping the Naval Reserve. He is also responsible for mobilization planning to reinforce and augment the Active forces. The Director of Strategy and Policy Division, N51, serves as the Total Force Advocate. The Total Force Advocate formulates policy regarding optimum force mix to achieve peacetime and wartime Total Force objectives. This individual monitors the Navy's overall Total Force planning and programming process and directs analytical studies to optimize Total Force personnel and hardware mix. The Naval Reserve command structure is headed by a rear admiral, either Active or Reserve, who serves as Director of Naval Reserve and Commander, Naval Reserve Force. This officer also holds the title of Chief of Naval Reserve. The incumbent is based in Wash-

ington, D. C., and serves as principal advisor to the CNO on matters of policy, plans, programming, and budgeting for the USNR.

Commander, Naval Reserve Force, is a field command headquartered in New Orleans, La. This command is responsible for the operations, training, administration, and readiness of Naval Reservists. Two subordinate commands are also located in New Orleans. The Commander, Naval Surface Reserve Force and the Commander, Naval Air Reserve Force are commanded by Full-time Support (FTS) Reserve flag officers.

Structure of the Marine Corps Reserve

The principal advisor to the Commandant of the Marine Corps concerning Reserve matters is the Deputy Chief of Staff for Manpower and Reserve Affairs (D/CS for M&RA). Subordinate to the D/CS for M&RA, a lieutenant general, is the Assistant Deputy Chief of Staff for Manpower and Reserve Affairs for Reserve Affairs. The Assistant, normally a major general, oversees the daily activities of the Headquarters, U.S. Marine Corps (HQMC) Reserve Affairs Division.

Marine Forces Reserve (MARFORRES)

The majority of the Selected Marine Corps Reserve is resident in the warfighting units of MARFORRES, headquartered in New Orleans, La. and commanded by a regular component major general. Major Subordinate Commands (MSC) of MARFORRES are the 4th Marine Division, 4th Marine Aircraft Wing and 4th Force Service Support Group. The Marine Corps Reserve Support Command, though not a warfighting command, is also a MARFORRES MSC.

MARFORRES warfighting assets, based in the United States, include one communications battalion, two force reconnaissance companies, three air-naval gunfire liaison companies (ANGLICO), two civil affairs groups (CAG), and various intelligence collection and analysis units.

4th Marine Division (4th MarDiv)

The 4th MarDiv, headquartered in New Orleans, La. and commanded by a Reserve component major general, is the ground combat element (GCE) of the Marine Corps Reserve. The 4th MarDiv includes a headquarters battalion, three infantry regiments, one artillery regiment, two tank battalions, one light armored reconnaissance battalion, one engineer battalion, and one reconnaissance battalion.

4th Marine Aircraft Wing (4th MAW)

The 4th MAW, also headquartered in New Orleans and commanded by a Reserve component major general, is the air combat element of the Marine Corps Reserve. The 4th MAW is comprised of a headquarters squadron, three flying groups, one control group, and one support group.

4th Force Service Support Group (4th FSSG)

The 4th FSSG, headquartered at New Orleans and commanded by a Reserve component brigadier general, is the combat service support element of the Marine Corps Reserve. The eight battalions of the 4th FSSG provide maintenance, medical, dental, supply, engineer, motor transport, and landing support services.

Marine Corps Reserve SuPPort Command (MCRSC)

The MCRSC, headquartered in Kansas City, Mo. and commanded by a Reserve component brigadier general, administers and prepares Marine Corps Reserve manpower for mobilization. The MCRSC recruits prior service Marines for the Marine Corps Reserve and conducts annual screening of the Marine Reserve Individual Ready Reserve.

Marine Expeditionary Force Augmentation Command Elements (MACE)

Formally known as Reserve Marine Air-Ground Task Force Command Elements, the two MACES are commanded by Reserve component brigadier generals and are under the operational control of their respective Marine Expeditionary Force (MEF). I MACE, based at Camp Pendleton, Ca. is integrated into I MEF. II MACE, based at Camp Lejeune, N.C. is integrated into II MEF.

Structure of the Air National Guard

ANG units in peacetime are commanded by their state/territorial Governors. When on Federal active duty, the units are assigned to gaining Air Force Commands. Upon mobilization, they are immediately deployable to support Air Force requirements.

The ANG constitutes a significant percentage of the Air Force structure with approximately 112,500 members and 1,234 aircraft organized into 88 wing headquarters, 100 flying squadrons and 1,614 mission support units. The ANG is organized in accordance with the Air Force objective wing concept. This structure allows the

ANG to train the way the Air Force fights and incorporates wartime structure during contingencies. The ANG plays an equally significant role in support of the Active Air Force, providing about 34% of its total force structure.

Structure of the Air Force Reserve

The Air Force Reserve is a Federal force and is structured the same as the Air Force. It is made up of a Headquarters USAF element, two field operating agencies (Headquarters Air Force Reserve and the Air Reserve Personnel Center) and three numbered air forces (4th, 10th, and 22nd Air Forces).

Chief of Air Force Reserve

Since its establishment in 1948, the Air Force Reserve has been manned, managed and led by Reservists. Leadership positions from the Chief of Air Force Reserve down to squadron and flight level are filled by Reservists.

The Chief of Air Force Reserve is a Reserve major general on a tour of extended active duty. From his office in the Pentagon, the Chief of Air Force Reserve is the principal advisor to the Chief of Staff and Secretary of the Air Force on Reserve matters. This officer develops Reserve policy and oversees the Headquarters Air Force Reserve, Robins Air Force Base, Ga., and the Air Reserve Personnel Center, Denver, Co. The Chief also coordinates with and assists other Air Staff agencies in developing policies, plans and programs specific to the Air Force Reserve.

Commander, Air Force Reserve

The Chief of Air Force Reserve is also Commander, Air Force Reserve, responsible for the day-to-day operation and mission readiness of Air Force Reserve units and people at home and around the world. As commander, the Chief of Air Force Reserve works through the staff at Headquarters Air Force Reserve to ensure Reserve units meet mission and training standards, and are ready and available when needed. The commander is assisted by the Vice Commander, a Reserve major general on extended active duty at Air Force Reserve Headquarters.

Air Reserve Personnel Center

The Air Reserve Personnel Center is located in Denver and provides personnel services to all members of the Air Force Reserve and Air National Guard. Services include assignments, promotions, career counseling and development, and separation actions. ARPC also manages individual programs for the Ready Reserve and maintains master personnel records for all Guard and Reserve members not on extended active duty. When required, such as during Operation Desert Storm, the center can mobilize individual Reservists and certain categories of Air Force retirees.

Headquarters Air Force Reserve

Headquarters Air Force Reserve oversees the day-to-day mission activities of Reserve units. It also supervises unit training programs, provides logistics support, reviews unit training and ensures combat readiness. Within the headquarters element are divisions for operations, logistics, comptroller, information management, personnel support and public

affairs. Headquarters Air Force Reserve works through the Reserve numbered air forces: 4th Air Force at McClellan Air Force Base, Ca; 10th AF at Joint Reserve Base, Naval Air Station Ft Worth, Texas; and 22nd AF at Dobbins Air Reserve Base, Ga. These numbered air forces act as operational headquarters for their subordinate units, providing operations, logistics and safety support.

Structure of the Coast Guard Reserve

The Commandant of the coast Guard is responsible for the Coast Guard Reserve, subject to regulations prescribed by the Secretary of Transportation and agreed to by the Secretary of the Navy when the Coast Guard is operating as a specialized Service within the Navy. The Director of Reserve and Training, an active duty rear admiral, formulates plans, programs and policies of the Coast Guard Reserve, and monitors and reviews the effectiveness of the Coast Guard Reserve program.

The chain of military command for both operational and administrative control of Coast Guard Reserve training programs extends first from the Commandant to each of four major, flag-level command organizations: areas, maintenance and logistics, districts, and headquarters-controlled field commands. From there, control is passed to the Commanders or Commanding Officers of active duty units, field-level commands, Port Security Units (PSUs), Combined Naval Coastal Warfare Groups (CNCWGRUs), Combined Naval Coastal Warfare Units (CNCWUs), or Harbor Defense Commands.

On November 30, 1995, there were 7,308 Coast Guard Selected Reservists filling 8,000 Selected Reserve positions. Of

these, there were 1,002 commissioned officers filling 1,050 positions and 157 commissioned warrant officers filling 160 positions. There were also 8,281 Coast Guard Reservists assigned to the Individual Ready Reserve. Total Coast Guard Ready Reserve strength to 15,589.

By the end of 1995, implementation of the 1994 “Team Coast Guard” initiative was well underway. Approximately 9070 of Coast Guard Selected Reservists are now assigned directly to the Active component unit where they train. Active component commanders exercise operational control over assigned reservists. Reserve and Active pay and personnel systems have been merged, and most Reserve units have been disestablished to eliminate redundant organizations. Reserve organizations at the district level have been disestablished with their divisions integrated into other district office areas.

Exceptions to Reserve integration exist at the field level involving units where specialized military training is required that is not available at active Coast Guard commands. They include three PSUS, two CNCWGRUs, eight CNCWUS, and one Unified Command/Coast Guard Cell at the U.S. Transportation Command at Scott Air Force Base, IL. The excepted activities involve approximately 10% of the Coast Guard Selected Reserve.